

Forward-Looking Statements

This document contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as “may,” “should,” “expects,” “intends,” “projects,” “plans,” “believes,” “estimates,” “targets,” “anticipates,” and similar expressions generally identify these forward-looking statements. Examples of forward-looking statements include statements relating to our future financial condition and operating results, as well as any other statement that does not directly relate to any historical or current fact. Forward-looking statements are based on expectations and assumptions that we believe to be reasonable when made, but that may not prove to be accurate. These statements are not guarantees and are subject to risks, uncertainties, and changes in circumstances that are difficult to predict. Many factors could cause actual results to differ materially and adversely from these forward-looking statements. Among these factors are risks related to: (1) the COVID-19 pandemic and related industry impacts, including with respect to our operations, our liquidity, the health of our customers and suppliers, and future demand for our products and services; (2) the 737 MAX, including the timing and conditions of remaining 737 MAX regulatory approvals, lower than planned production rates and/or delivery rates, and additional considerations to customers and suppliers; (3) general conditions in the economy and our industry, including those due to regulatory changes; (4) our reliance on our commercial airline customers; (5) the overall health of our aircraft production system, planned commercial aircraft production rate changes, our commercial development and derivative aircraft programs, and our aircraft being subject to stringent performance and reliability standards; (6) changing budget and appropriation levels and acquisition priorities of the U.S. government; (7) our dependence on U.S. government contracts; (8) our reliance on fixed-price contracts; (9) our reliance on cost-type contracts; (10) uncertainties concerning contracts that include in-orbit incentive payments; (11) our dependence on our subcontractors and suppliers, as well as the availability of raw materials; (12) changes in accounting estimates; (13) changes in the competitive landscape in our markets; (14) our non-U.S. operations, including sales to non-U.S. customers; (15) threats to the security of our, our customers’ and/or our suppliers’ information; (16) potential adverse developments in new or pending litigation and/or government investigations; (17) customer and aircraft concentration in our customer financing portfolio; (18) changes in our ability to obtain debt financing on commercially reasonable terms and at competitive rates; (19) realizing the anticipated benefits of mergers, acquisitions, joint ventures/strategic alliances or divestitures; (20) the adequacy of our insurance coverage to cover significant risk exposures; (21) potential business disruptions, including those related to physical security threats, information technology or cyber-attacks, epidemics, sanctions or natural disasters; (22) work stoppages or other labor disruptions; (23) substantial pension and other postretirement benefit obligations; (24) potential environmental liabilities; and (25) effects of climate change and legal, regulatory or market responses to such change.

Additional information concerning these and other factors can be found in our filings with the Securities and Exchange Commission, including our most recent Annual Report on Form 10-K, Quarterly Reports on Form 10-Q and Current Reports on Form 8-K. Any forward-looking statement speaks only as of the date on which it is made, and we assume no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise, except as required by law.

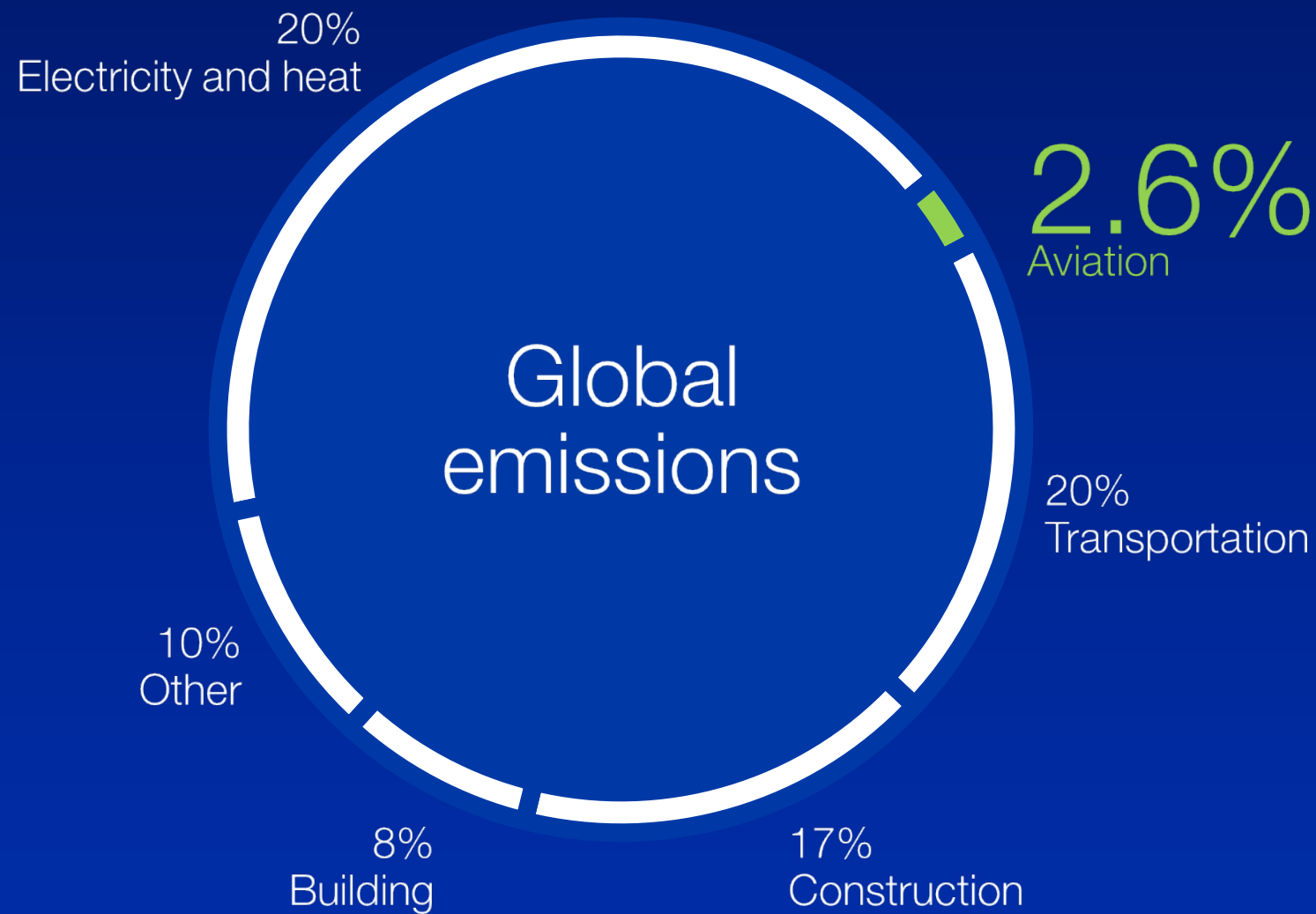


INVESTOR CONFERENCE

Sustainability

Chris Raymond
Chief Sustainability Officer
The Boeing Company

Aviation in Context



Fleet Renewal



Operational Efficiency



Renewable Energy



Advanced Technology





SAF & Electrification



SAF & Hydrogen



 Aircraft

 Airlines

 Distance

 Origin

 Destination

 Map View

☐ Dynamic Mode

A

Year

 in the Life of Aviation

Flights
32,226,001

Operational Fuel Efficiency
3.71_{Le/100pkm}

Operational CO₂e Emissions
111_{gCO₂e/pkm}

Net CO₂e Emissions
952_{MtCO₂e}

Baseline CO₂e Emissions ⓘ

100%_{952 Mt}

Fleet Renewal

Replacing older aircraft with the latest aircraft available today that incorporate the latest advancements in aerodynamics, propulsion, systems, and materials

Future Aircraft

Future Aircraft incorporating next generation airframe, systems, and energy and propulsion technology. Possible candidates include advanced conventional, hydrogen, and battery-electric platforms

Operational Efficiency

More efficient flights, routes, and networks as a result of optimized weights, advanced air-traffic management (ATM) systems, and improved load factors

Renewable Energy

Energy/fuel that is derived from non-fossil pathways. Forms of renewable, on-board energy storage include sustainable aviation fuels (SAF), green hydrogen and batteries

Market-based Measures

Market-based measures including carbon offsets reduce or remove greenhouse gases from sectors outside of aviation to offset the emissions produced by aviation



✈ Aircraft

✕ Airlines

↔ Distance

≧ Origin

≦ Destination

🌐 Map View

Dynamic Mode

A

Year

 in the Life of Aviation

Flights

32,226,001

Operational Fuel Efficiency

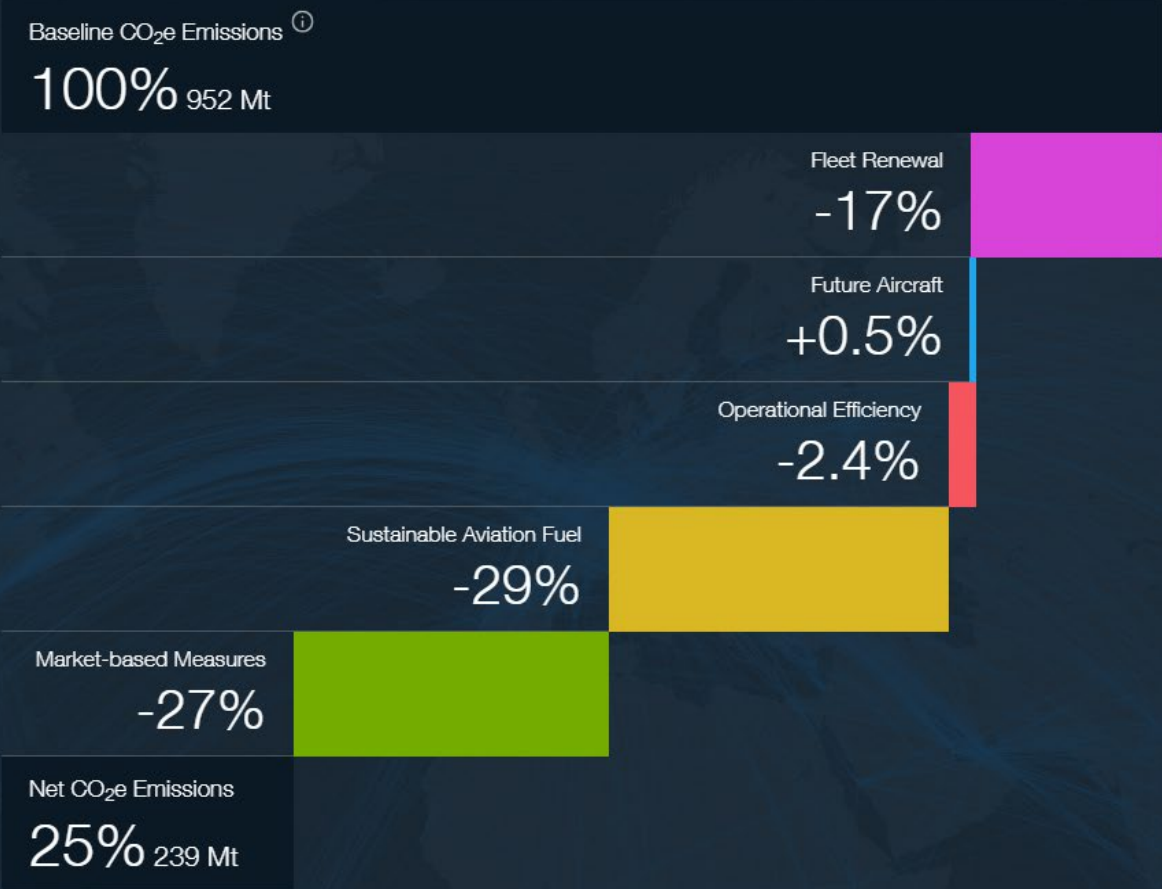
3.71_{Le/100pkm}

Operational CO₂e Emissions

111_{gCO₂e/pkm}

Net CO₂e Emissions

952_{MtCO₂e}



- ↻ Fleet Renewal

Replacing older aircraft with the latest aircraft available today that incorporate the latest advancements in aerodynamics, propulsion, systems, and materials
- ✦ Future Aircraft

Future Aircraft incorporating next generation airframe, systems, and energy and propulsion technology. Possible candidates include advanced conventional, hydrogen, and battery-electric platforms
- ⚙ Operational Efficiency

More efficient flights, routes, and networks as a result of optimized weights, advanced air-traffic management (ATM) systems, and improved load factors
- ♻ Renewable Energy

Energy/fuel that is derived from non-fossil pathways. Forms of renewable, on-board energy storage include sustainable aviation fuels (SAF), green hydrogen and batteries
- 🏷 Market-based Measures

Market-based measures including carbon offsets reduce or remove greenhouse gases from sectors outside of aviation to offset the emissions produced by aviation

